

Approved For Release 2003/04/29 : CIA-RDP84-00780R003700120001-0

STAT

MR.  24 Aug 70

MR. COFFEY  25 AUG 1970

MR. BANNERMAN

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DE/5 AUG 1970  
FILE Training 3-1

SENDER W		UNCLASSIFIED		CONFIDENTIAL		X		SECRET	
OFFICIAL ROUTING SLIP									
TO	NAME AND ADDRESS				DATE		INITIALS		
1	Deputy Director for Support [redacted]				26 AUG 1970		DAID		
2									
3	Executive Director-Comptroller [redacted]								
4									
5	Director of Central Intelligence [redacted]								
6									
ACTION				DIRECT REPLY				PREPARE REPLY	
APPROVAL				DISPATCH				RECOMMENDATION	
COMMENT				FILE				RETURN	
CONCURRENCE		X		INFORMATION				SIGNATURE	
<b>Remarks:</b> The number and distribution of separations reflect no significant change in trend or pattern. The percentage of job related reasons (84%) is higher than usual (it ranged from 62% to 73% during the year preceding) but this may reflect better interviewing and reporting rather than a substantive change. For the first time, conscientious objection appears as a significant, stated reason for leaving. This is in part a reflection of the times and it may also result in part from improved interviewing and reporting.									
FOLD HERE TO RETURN TO SENDER									
FROM: NAME, ADDRESS AND PHONE NO.								DATE	
Director of Personnel [redacted]									
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Use previous editions

(40)

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Approved For Release 2003/04/29 : CIA-RDP84-00780R003700120001-0

DD/S 70-3555

21 AUG 1970

**MEMORANDUM FOR:** Director of Central Intelligence  
**SUBJECT :** Career Training Program, Quarterly Report  
**REFERENCE :** Memo for Director of Personnel from Director,  
dated 22 Aug 68, Same Subject

1. This memorandum is for your information, in answer to your request in the referent memorandum.

2. As of 31 March 1970 there were   current and former Career Trainees on duty in the Agency. During the period April - June 1970 one (1) was added to the Program and 25 resigned.

25X9

3. Of the 25 who separated, 21 left for job-related reasons, of whom 9 expressed disappointment with their experience here. An examination of the Fitness Reports of these 9 reveals that 1 was rated Strong and 8 were rated Proficient. The remaining 12 who left for job-related reasons included 2 whose performance was unsatisfactory and 10 who wished to pursue another career but who were otherwise satisfied with their experience in the Agency. Of this latter 10, 7 were rated Strong and 3 were Proficient. Four of the 25 who separated expressed some degree of conscientious objection to Agency and U. S. policies and objectives.

4. Losses during the past quarter, compared with experience during the previous two years, were as follows:

25X9

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Excluded from automatic  
downgrading and  
declassification

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- 2 -

**SUBJECT: Career Training Program, Quarterly Report**

	<u>Apr-June 1968</u>	<u>Apr-June 1969</u>	<u>Apr-June 1970</u>
Average Age	30	30.1	30.4
Average Grade	GS-10.2	GS-11	GS-10.7
Average Tenure	38 mos.	37 mos.	53 mos.
Reasons Stated:			
External Factors	10 (39%)	8 (38%)	4 (16%)
Job Related	16 (61%)	13 (62%)	21 (84%)

5. Exit interviews were conducted with 23 who resigned at Headquarters; 2 who resigned in absentia submitted written statements regarding their reasons for departure. Results are reflected, by Directorate, in the attached summaries.

/s/ Robert S. Wattles

**Robert S. Wattles**  
**Director of Personnel**

**Attachments**

**Distribution:**

Original & 1 - DCI  
1 - DDCI  
1 - ExDir-Compt  
1 - ER  
2 - DDS  
1 - D/Pers  
1 - C/CTP  
1 - DD/Pers/R&P

DD/Pers/R&P/  (20 August 1970)

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CLANDESTINE SERVICE

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	30	GS-11	81 mos.	WH	Conscientious objection to U.S. role in S.E. Asia; developing pacifist convictions inconsistent with CS activities.
	33	GS-11/4	80 mos.	FE	Lack of career prospects; liked Agency but concluded there are too many people for the opportunities available; will continue education and teach.
	32	GS-11	76 mos.	WH	Cover difficulties, combined with outside business opportunities; feeling that assignment alternatives not available within the organization.
	40	GS-13	54 mos.	CCS	Unsatisfactory performance; too many differences with supervisors.
	31	GS-12	141 mos.	CA	Lack of advancement; likes Agency but saw little opportunity for promotion; unable to use law degree; went to Dept. of Justice.

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CLANDESTINE SERVICE

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	26	GS-10	25 mos.	WH	Lack of overseas assignment; generalized dissatisfaction with lengthy training, desk duties, and what he considered inadequate; took job with Insurance Co. in Mexico.
	27	GS-09	16 mos.	EUR	Change in career interest; not dissatisfied with Agency, but feels increasingly that the case officer role is not for him; will enter medical school.
	28	GS-10/2	33 mos.	SB	Sense of frustration; feeling of marking time in Reports assignment; wants to complete PhD and do something affording personal recognition and sense of contribution. Will return to school.
	28	GS-10/2	20 mos.	EUR	Positions, present and projected, "do not provide the degree of personal involvement, first hand participation and visibility that I think necessary in a job". Took job with International Paper Co.

25X1

**SECRET****CLANDESTINE SERVICE**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	29	GS-11/4	74 mos.	AF	Resigned from LWOP to continue work for PhD; likes Agency and hopes to return.
	31	GS-11	104 mos.	EUR	Increasing divergence of personal views and beliefs from Agency policies and objectives.
	38	GS-12	125 mos.	EUR	Cumulative desire for career change; liked Agency but for variety of reasons decided he should go; went to Post Office Dept. with a promotion.
	35	GS-13	96 mos.	EUR	Liked Agency but lost interest in long-range career; took management position with Pfizer International, Inc.
	34	GS-13	66 mos.	SE	Conscientious objection to U.S. and Agency policy in Indochina; "I must protest, and I recognize protest will not be tolerated by this Agency".

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**INTELLIGENCE**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	27	GS-10/2	19 mos.	OER	Restrictive nature of analyst job; unlikely prospect of achieving personal responsibility and authority; joined chemical Bank of N.Y.
	28	GS-10	32 mos.	OCI	Resigned in lieu of separation for unsatisfactory performance.
	33	GS-12	76 mos.	DCS	Accepted college teaching position in San Francisco; not dissatisfied with Agency, but had problem of schooling for handicapped son, plus long-standing interest in education.
	29	GS-11	29 mos.	OCI	Loss of interest in Agency career; personal doubts about U.S. policy; grateful for OCI experience but now it is time to go. Wants involvement in student activities; taking job in college Admissions Office.

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**S E C R E T**

**SUPPORT SERVICES**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div data-bbox="136 1266 436 1493" style="border: 1px solid black; width: 185px; height: 108px;"></div>	30	GS-11/2	32 mos.	FE, <div data-bbox="967 1266 1088 1312" style="border: 1px solid black; width: 74px; height: 22px;"></div>	Return to graduate school to complete M.A., then enter local government position. Not dissatisfied with Agency but wants career change.
	29	GS-10	24 mos.	OL	Desire for career change; wanted job situation in which personal initiative can bring advancement and earning power beyond what government can offer.

**S E C R E T**

**SCIENCE AND TECHNOLOGY**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	25	1st Lt.	22 mos.	OSP	A military CT, [ ] was assigned to a PFB position in OSP in which he did very well. He also is pursuing a PhD in Business Administration. Rather than accept civilian staff status, he resigned to complete the PhD, with possibility of return.

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OFFICE OF THE DIRECTOR

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div>25X1</div> <div></div>	27	GS-11/2	21 mos.	OPPB	A Harvard MBA, <div></div> found his career interests increasingly directed to private industry. Liked Agency and assignment but, preferring the business world, decided to move while still young and mobile.

25X1

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CAREER TRAINING PROGRAM

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	28	GS-08	9 mos.	Training (work assignment in OCI)	Accept appointment as Foreign Service Officer; wanted overseas assignment and saw greater possibilities in State than in Agency where he seemed headed for DOI.
	31	GS-10	31 mos.	Training (work assignment in OTR)	No suitable assignment available; after a series of unsuccessful trial assignments, conclusion was reached that she and the Agency were not compatible.
	28	1st Lt.	22 mos.	NPIC (trial assignment)	A military CT, he chose to resign rather than accept civilian staff status. Found trial assignments overly routine and sees little room ahead for growth. Not actively dissatisfied with Agency, but disinterested.

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70-2116

27 May 1970

MEMORANDUM FOR: Director of Training

SUBJECT : Military Career Trainees

REFERENCE : Memo to DCI from D/Pers dtd 19 May 70,  
Subj: Career Training Program,  
Quarterly Report

1. I note in referent report to the Director that all of the losses from the Career Training Program are military CT's who resigned upon completion of military obligation. I think this raises once again the question of whether these individuals are truly motivated toward making a career in the Central Intelligence Agency or in performing their military obligation only on duty with us.

2. Would you please look into the history of this Program and give me a report, along with your recommendations, some time in the very near future.

15/ LZW

L. K. White

Executive Director-Comptroller

Attachment:  
Reference

cc: Director of Personnel

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MR.  - 20 May 70

MR.  - 21 May 70

MR. COFFE  22 MAY 1970

MR. BANNERMAN  5/23/70

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DD/S 76-2062  
120001-0

19 MAY 1970

*Training 3-1*

**MEMORANDUM FOR:** Director of Central Intelligence  
**SUBJECT :** Career Training Program, Quarterly Report  
**REFERENCE :** Memo for Director of Personnel from Director,  
dated 22 Aug 68, Same Subject

1. This memorandum is for your information, in answer to your request in the referent memorandum.

2. As of 31 December 1969 there were  current and former Career Trainees on duty in the Agency. During the period January - March 1970 a total of 8 were added to the Program and 24 resigned.

25X9

3. Of the 24 who separated, 15 left for job-related reasons, of whom 9 expressed disappointment with their experience here. An examination of the Fitness Reports of these 9 reveals that 4 were performing their jobs well and were rated Strong, while 5 who performed less well were rated Proficient. The remaining 6 who left for job-related reasons included 2 whose performance was unsatisfactory and 4 who wished to pursue another career but who were otherwise satisfied with their experience in the Agency.

4. Losses during the past quarter, compared with experience during the previous two years, were as follows:

[Empty box for details of losses]

**SECRET**

Excluded from automatic  
downgrading and  
declassification



- 2 -

**SUBJECT: Career Training Program, Quarterly Report**

	<u>Jan-Mar 1968</u>	<u>Jan-Mar 1969</u>	<u>Jan-Mar 1970</u>
Average Age	29	30	31
Average Grade	GS-10.0	GS-10.8	GS-10.5
Average Tenure	39 mos.	57 mos.	56 mos.
Reasons Stated:			
External Factors	4 (24%)	11 (40%)	9 (37.5%)
Job Related	13 (76%)	17 (60%)	15 (62.5%)

5. Exit interviews were conducted with 21 who resigned at Headquarters; 3 who resigned in absentia submitted written statements regarding their reasons for departure. Results are reflected, by Directorate, in the attached summaries.

/s/ Robert S. Wattles

**Robert S. Wattles**  
**Director of Personnel**

**Attachments**

**Distribution:**

Original - DCI  
1 - DDCI  
1 - ExDir-Compt  
1 - ER  
2 - DDS Chrono. Subject  
1 - D/Pers  
1 - C/CTP  
1 - DD/Pers/R&P

DD/Pers/R&P/ [ ] (13 May 1970)

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**SECRET****CLANDESTINE SERVICE**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div></div>	32	GS-12	75 mos.	AF	Decline in motivation; desire for greater job satisfaction and feeling of contribution.
	34	GS-10/2	41 mos.	FE/ <div></div>	Job dissatisfaction; loss of interest in CS career; failure to obtain desired reassignment; offered appointment as Postal Inspector.
	40	GS-11/5	81 mos.	WH	Developing incompatibility with CS career; desire for change; joined John Hancock Ins. Co.
	31	GS-12	84 mos.	NE	Growing conviction that opportunities for advancement too limited; desire for career change; joined AID.
	37	GS-11/4	68 mos.	FI/D	Dissatisfied with "bureaucracy in the Agency"; saw limited prospect of achieving any significant responsibility and authority.

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**CLANDESTINE SERVICE**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	28	GS-10/2	35 mos.	FI/D	Uncertain about long-range desire for Agency career; returned to graduate school to complete advanced degree.
	29	GS-10/2	35 mos.	AF	Decided he is not suited to CS career; saw uncertain future and poor prospects for advancement.
	37	GS-12	94 mos.	CCS	Desire for career change.
	34	GS-12	76 mos.	CCS	Difficulties of achievement in non-official cover position; loss of interest in Agency career.
	33	GS-12	127 mos.	EUR	Family responsibilities--maternity.
	32	GS-11	103 mos.	SB	Desire for career change.

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INTELLIGENCE

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div></div>	26	GS-10/2	28 mos.	<div></div>	Dislike for Washington area; lack of challenge and interest in job.
	31	GS-13	62 mos.	ONE	Desire for career change; feeling of having reached plateau with little opportunity to make any further significant contribution.
	30	GS-11/3	67 mos.	DCS	Greater opportunity for advancement in outside employment.

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**S E C R E T**

**SUPPORT SERVICES**

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div style="border: 1px solid black; width: 150px; height: 120px;"></div>	32	GS-10/5	84 mos.	O/DDS	Unsatisfactory performance.
	32	GS-11/5	78 mos.	<div style="border: 1px solid black; width: 70px; height: 15px;"></div>	Desire for career change; good offer from Bache and Company.
	28	GS-11/2	40 mos.	VH	Dissatisfied with work, and with what he considered his prospects for the future.
	27	GS-11/2	28 mos.	OP/RD	Offered substantial advancement in private business.

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**S E C R E T**



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SCIENCE AND TECHNOLOGY

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
<div data-bbox="154 1257 358 1308"></div>	37	GS-12/3	124 mos.	OSI	Unsatisfactory performance.

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CAREER TRAINING PROGRAM

<u>Name</u>	<u>Age</u>	<u>Grade</u>	<u>Time in Agency</u>	<u>Assignment</u>	<u>Reasons for Separation</u>
	29	Captain	22 mos.	OCI	Military CT; resigned upon completion of military obligation; returned to parent service for separation.
	26	1st Lt.	13 mos.	CTP	Military CT; resigned upon completion of military obligation; returned to parent service for separation.
	27	1st Lt.	9 mos.	CTP	Military CT; resigned upon completion of military obligation; returned to parent service for separation.
	27	1st Lt.	32 mos.	CTP	Military CT; resigned upon completion of military obligation; returned to parent service for separation.
	28	1st Lt.	13 mos.	CTP	Military CT; resigned upon completion of military obligation; returned to parent service for separation.

22 AUG 1968

MEMORANDUM FOR: Director of Personnel

SUBJECT : Career Training Program, Quarterly Report

Your 26 July 1968 report to me summarizing the Agency's experience with the Junior Officer Training/Career Training Program suggests that we must give close and continuing attention to the management of these young professionals. To assist me in this, will you please provide quarterly a report which updates your July report. It should show the experience for the quarter and compare it with past experience. I want not only the numbers gained and lost but, for those who left, who or what they were in terms of age, length of time in the Agency, the component to which they had been assigned and from which they left. I want particularly that thorough exit interviews be conducted with those who leave so I may know as well as I can why they left.

*Helms*  
Richard Helms  
Director

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